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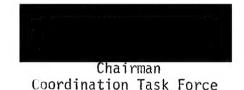
MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA : Deputy Director for Administration

SUBJECT : Strengthening the Coordination Process

1. Attached responds to your charge on Wednesday.

2. At the risk of being tiresome, we three felt that, in part at least, you and we were talking past each other. The attached will tighten document control; it is a minimum and logical step. But the real question is how the Community and Agency roles mesh and how all relevant pieces are addressed, both as to planning and packaging. We suspect that you will, in fact, need more help than an expanded document controlling Secretariat, so we opted for more.



Attachment: As Stated

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Distribution:

Orig - Addressee via DDA

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:jw/4470 (8 May 1978)

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MEMORANDUM FOR: Deputy Director for Administration

Deputy Director for Operations

Deputy Director for Science & Technology Deputy Director for Resource Management Deputy Director for Collection Tasking

Deputy Director for National Foreign Assessmert

Comptroller General Counsel Inspector General Legislative Counsel

Director of Public Affairs

Director, Equal Employment Opportunity

FROM : Stansfield Turner

Director of Central Intelligence

SUBJECT : Strengthening the Coordination Process

- 1. In my Report on the Intelligence Community. . .January 1978, I stated that, in addition to managing the day-to-day activities of the Agency, the DDCI will act as my deputy in my capacity as head of the Community and intelligence advisor to the President. On 17 March 1978, I signed a Delegation of Authority to the DDCI, conveying all authorities vested in me as Director of Central Intelligence and as head of the Central Intelligence Agency. At the 4 April Staff Meeting, I asked that all paper bearing on policy, operations, or administration (as opposed to substantive intelligence) be forwarded through the DDCI.
- 2. To ensure that my intent is carried out, it is necessary to ensure clean lines of communication exist, are understood and used. Simply stated, the line of communication between you and me is through the DDCI. I believe ambiguity exists with regard

to coordination and record control of papers. Key to ensuring that the DDCI and I are properly and currently informed and consulted is the role of the Executive Secretariat.

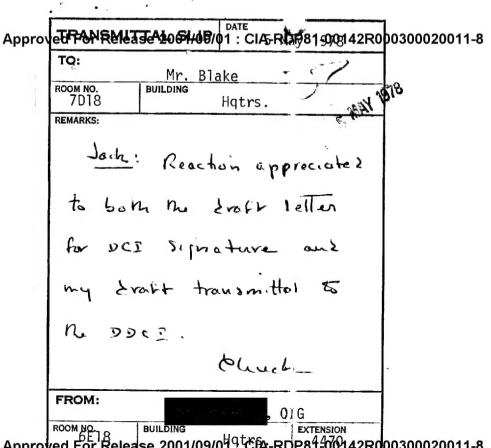
- 3. The Executive Secretariat is the channel for document flow to the DDCI and myself. Exceptions involving items handcarried directly to me or the DDCI should be held to the absolute minimum required by special sensitivity or truly tight time constraints.

 Documents in the latter category will be put in the system at the earliest opportunity. The fact of existence of a particularly sensitive document will be reflected by a document number in the index, without reflection of the sensitive content. It is the responsibility of the author of such paper to ensure that a reference is included in the system. The DDCI and I will, ourselves, reinforce the discipline of the system by putting documents received outside of the system, back into it, usually without taking action until the proper coordination has occurred.
- 4. The Executive Secretary will ensure that all affected parties have the opportunity to participate in the development of recommendations to the DDCI and myself. He will assign action responsibilities and follow-through to make sure that deadlines assigned are met. The coordination process will include identification of dissenting views, whether incorporated in the basic document or in correlative and accompanying correspondence. It will also include appropriate indication of all those components which have participated in the process on any given document.

- 5. The Executive Secretary will ensure appropriate coordination among the six deputies for all SCC agenda items. This group of documents requires particular attention.
- 6. The Executive Secretary will take whatever procedural and reorganization measures are necessary to improve the responsiveness of the system, of which the Executive Registry is an integral part.
- 7. To broaden the scope of professional experience in the Secretariat and to enhance the breadth of Agency and Community expertise affecting the coordination process, I have authorized a small increase in staff for the Secretariat. My intent, in this addition, is not only to assist the DDCI in his Agency management role but also to improve the qualitative level of the coordination process between the Community and the Agency deputies.
- 8. Finally, our collective mission will only be as successful as the quality of our cooperative effort. I am confident that each one of you will help to make the system work for us.

STANSFIELD TURNER

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Approved For Release 2001/09/01 CFA-RDP81-00142R000300020011-8
FORM NO 241 REPLACES FORM 36-8
WHICH MAY BE USED. (47)

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VIA : Deputy Director for Administration

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STATINTL

Chairman Coordination Task Force

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STANSFIELD TURNER